

NOTE TO OFFERORS ON THIS DRAFT DOCUMENT:
FORMS AND SPREADSHEETS MENTIONED IN THIS DOCUMENT MAY NOT BE POSTED
AT THIS TIME, BUT WILL BE INCLUDED AS ATTACHMENTS IN THE FINAL RFP.

PROPOSAL PREPARATION--SPECIFIC INSTRUCTIONS

The contract award will be based on evaluation of the following factors:

- Mission Suitability
- Past Performance
- Cost/Price

Proposals shall be submitted in a format that follows the format of the factors and their subfactors. Only information pertinent to the factors and subfactors shall be submitted in the Offeror's proposal volumes. (See the weighting for the factors and subfactors in Section M.3)

I. Mission Suitability Proposal (Volume I).

The Mission Suitability factor indicates, for each offeror, the merit or excellence of the work to be performed or product to be delivered. Information must be precise, factual, detailed, and complete. Offerors must not assume that the evaluation team is aware of their company abilities, capabilities, plans, facilities, organization, or any other pertinent fact that is important to accomplishment of work.

(1) The evaluation will be based on the information presented in the written proposal. The proposal must specifically address each listed evaluation subfactor. Offerors may recommend changes to the Statement of Work in instances where such changes would improve performance, provided they are specifically identified together with the wording and a justification for the change.

(2) The content of the offeror's Mission Suitability Proposal shall provide the basis for evaluation of the offeror's response to the technical requirements of the RFP. Offerors shall identify and discuss risk factors and issues throughout the proposal where they are relevant, and describe their approach to managing these risks.

(3) If the SEB determines that a proposal does not adequately demonstrate the offeror will be able to perform the work with the resources proposed, the SEB may determine this to be a mission suitability weakness, adversely affecting the offeror's Mission Suitability scores, if appropriate. This integration between mission suitability findings and price is critical to accomplishing price reasonableness.

Any exceptions or changes to the SOW should be described in detail

The Mission Suitability Proposal shall address the following subfactors:

INDEX OF MISSION SUITABILITY SUBFACTORS AND ELEMENTS

SUBFACTOR	ELEMENT
(1) Management Approach	
	a. Organizational Structure and Approach
	b. Staffing, Recruitment, Retention and Training
	c. Key Positions and Key Personnel
	d. Total Compensation Plan
	e. Phase-In Plan
	f. RESERVED
	g. Organizational Conflict of Interest Avoidance Plan
(2) Technical Approach	
(3) Safety and Health Plan	

Note: The following outline is not to be construed as an indication of the order of importance or relative weighting within individual elements of Mission Suitability subfactors as there are no discrete point values to any of the elements.

The description of the proposed approach must be relevant to the mission of the contract; be complete, accurate, detailed, and include supporting reasoning or justification; and describe how proposed management practices will enable the proposed approach. Stating that the offeror understands and will comply with the requirements described in the SOW is considered an inadequate response, as is paraphrasing. Statements such as “standard procedures will be employed” or “well known techniques will be used” do not indicate a sufficient level of awareness and understanding of the SOW, and will not be considered as an effective response to the solicitation.

The following information is provided to indicate the minimum content to be included in the proposal.

1. **Subfactor 1: Management Approach:**

a. The offeror shall describe its management and business approaches to coordinate, perform, integrate, control, and accomplish the requirements of the SOW from phase-in through the life of the contract. The offeror's proposal shall contain the information requested below and be organized in a similar outline:

(i) **Organizational Structure and Approach**

The offeror shall describe its management approach to organizing, directing, and controlling the diverse functions of the Statement of Work including the following:

- Proposed management structure, functions, lines of authority, and reporting system, as well as the structural connections or associations of the entities responsible for this work with any corporate or division organizations and any subcontractors for the work to be performed under the SOW. Describe innovativeness in terms of efficiency and effectiveness.
- Describe the level of, and rationale for, levels of authority and responsibility vested in its site and task managers, and their access to corporate or company resources to support the contract through all phases
- Process(es) for managing the contract including contract modifications, task modifications, handling changing environments, and problem resolution techniques
- Resource base beyond that required for the on-site staff in terms of corporate ability and commitment to support such things as short-notice backup for other than key personnel, subcontracting services, materials procurement, travel arrangements, and other “home office” management or technical services which may assist or augment on-site capability when needed. Describe how the on-site management will access the corporate resource base
- Processes for tracking and controlling all work and for supervising and monitoring performance including methods for monitoring, maintaining and enhancing the quality of work and maintaining customer satisfaction.
- The offeror's approach for accommodating short-term increases in the workload, personnel absences, temporary assignments, and plans to maximize the flexibility (cross-utilization) of the work force (both Key and Non-Key personnel) will be evaluated.
- Processes for appropriate employee interaction with task requesters and other Government personnel regarding assignment of work. Include any approaches to training employees as to how work is assigned, how to prevent and handle improper direction outside of the approved task order process, and for employee awareness of dealing with potential hostile workplace issues
- Approach to, and potential issues with, managing a fluctuating workload

- Describe your company's commitment to, and effectiveness in, promoting safety in the workplace
- Describe proposed subcontracting and cooperative business arrangements, if any, the operational and technical benefits to NASA, and the effectiveness of your proposed approach for managing these arrangements to ensure that the government receives quality support
- The offeror shall describe services, facilities, equipment, and staff assistance, both within and external to the offeror, that may be required to augment on-site resources including the process to obtain these resources and the corporate commitment and flexibility to provide these resources. The offeror shall describe anticipated circumstances under which these resources could be called upon, including providing technical consulting, human resources, procurement, and legal.

(ii) Management of Contract Task Orders (CTO)

The offeror shall describe its process for responding to and managing task order requests including

- Approach to the management and planning process, analysis and risk assessment techniques, and system for the development of cost and schedule estimates
- Technical and business management process to determine task staffing, direction, control, and the tracking and reporting of CTO status
- Approach to planning and managing the execution of multiple task orders, changing tasks, task priorities, resources, and schedules in a timely, efficient, and cost effective manner, including the proposed approach to handling multiple task requests competing for limited workforce and skill sets
- Discussion of complex issues that may arise during task planning and performance, proposed approaches to resolution of those issues, and your proposed process for informing the NASA task requestor
- Proposed process for reporting technical and schedule status, and pricing issues to the NASA Contracting Officer and COTR
- Proposed approach to address changing requirements, including increases or decreases in workload that cause changes in required skill sets
- Approaches to identifying task performance problems and implementing corrective actions

b. Staffing, Recruitment, Retention and Training

The offeror shall describe its approach to and rationale for staffing and recruitment and efficient use of the workforce in accordance with the skill categories listed in the Government Labor Estimate in Section J.1(b), including the following:

- Proposed staffing plan including assignments, distribution, and skills required for other-than-key personnel
- Describe approach to, and processes for, recruiting, hiring, training (including internal training, mentoring, and career development) and retaining a highly qualified, diverse workforce
- Address any difficulties anticipated in fulfilling the staffing requirements of this contract and the plans to overcome those difficulties
- Management approach to, and responsibilities for, setting employee performance standards, for maintaining performance at those standards and for establishing employee performance incentives

- Describe process for dealing with underperforming employees
- Describe your plans, including potential difficulties, for accommodating short-term increases in the workload including provision for short notice, rapid (within 10 calendar days) recruiting of experienced and qualified personnel (other than key personnel), personnel absences and temporary assignments, and for maximizing the flexibility (cross-utilization) of the workforce, for both Key and Non-Key Personnel
- Plans for subcontracting arrangements to meet changing contract requirements

c. Key Positions and Key Personnel

The offeror shall describe its approach and rationale for key positions and key personnel and address the following:

- Identify Key Positions, and provide the rationale, including authority and responsibilities, for designating them as Key. Provide position descriptions including authorities, responsibilities, and assignments of the position, as well as the experience and skills required of the Key Personnel filling the position.
- Describe the allocation of Key Positions between the prime and any proposed subcontractors
- Resumes for Key Personnel including education, summary of total experience, summary of experience in similar work (including similar types of government contracts), other applicable experience, and three (3) professional references for each key person. (see L.x for page limitations).
- Describe the percentage of time, including rationale, Individuals assigned to key positions will devote to this contract.
- Clearly state the degree of commitment of Key Personnel as well as the offeror's commitment to employ or promote the person (i.e. letters of intent, etc.). This statement of intent shall include the salary to be accepted if the individual is employed under this contract.
- Describe the on-site manager's post-award authority level
- Approach to providing backup for key personnel during absences due to vacation, illness, etc.
- Description of the process for recruitment, hiring, replacement or addition of Key Personnel when necessary.

d. Total Compensation Plan

The offeror shall provide a Total Compensation Plan (TCP) for all personnel proposed, in accordance with NFS provision 1852.231-71, "Determination of Compensation Reasonableness," and FAR provision 52.222-46, "Evaluation of Compensation for Professional Employees." Note, the Offeror shall require all service subcontractors (1) with proposed cost reimbursement or non-competitive fixed-price type subcontracts having a total potential value in excess of \$500,000 and (2) the cumulative value of all their service subcontracts under the proposed prime contract in excess of 10 percent of the prime contract's total potential value, provide as part of their proposals the information identified in (a) through (c) of NFS provision 1852.231-71. The required professional compensation plan must:

- Identify salary ranges and fringe benefits proposed for employees – including an itemization of the benefits that require employee contributions and the amount of that contribution as a percentage of the total cost of the benefit – and how they relate to the

local employment market. Provide a reference to where two charts: (1) containing the average of fringe benefit information for all the exempt labor categories and (2) containing the average of fringe benefit information for all the non-exempt labor categories; are located in the Cost Proposal.

- Describe the impact that the proposed compensation will have on recruiting and retaining professional employees (as defined in 29 CFR 541).
- Discuss employee compensation regarding: vacations, severance pay, holidays, overtime and shift differentials, sick leave, California Family Leave Act, bonus plans, life insurance, medical/dental/vision insurance, uncompensated overtime, pension contributions, employee incentives, training, career development, moving expenses, and compensatory time. Identify benefits that require employee contributions and the amount of that contribution as a percentage of the total cost of each benefit.
- If uncompensated overtime is proposed, give rationale and identify hours of uncompensated overtime proposed by labor category.
- Each benefit proposed which would reasonably incur cost shall be identified and costed in volume III. Identify the cost element in which the benefit will be charged (e.g., direct labor cost, G&A, Overhead, or Fee).

e. Phase-In Plan

The offeror shall describe its phase-in plan for the following:

- Identification of risks and proposed mitigation approaches and strategies.
- Approaches for ensuring efficient continuation of operations during contract transition, addressing issues typically encountered during the initial and ongoing transition of personnel.
- Describe general rationale and approaches for hiring and/or replacing incumbent personnel
- Identification of, and rationale for, key or other personnel (by title and function), and their availability, who will participate during the phase-in.
- Estimate of, and supporting rationale for, the number of incumbent contractor employees the offeror expects to hire.
- The offeror's policy for continuing or replacing the benefits of the incumbent contractor's employees the offeror expects to hire (e.g., seniority, accrued sick and annual leave, compensatory time, health plans, 401k plans, etc.).
- If the offeror currently employs or plans to employ non-US citizens who will be on-site personnel, explain how the foreign national access requirements of NASA Ames Research Center (badging may take over 30 days for clearance) will impact the Phase-In activities. Also describe what non-citizens will be tasked to do and what restrictions will be faced.

f. RESERVED

g. Organizational Conflicts of Interest Avoidance Plan

An Organizational Conflicts of Interest Avoidance Plan shall be provided in the proposal. The Plan shall include a narrative which describes the contractor's procedures to ensure compliance with and assurances that all safeguards are in place to maintain control, handling, and non-disclosure of sensitive data in conformance with contract requirements. Specifically, the Plan shall address all the requirements identified in Section H Clauses, H.x *Organizational Conflicts of Interest, and Limitation on Future Contracting*, H.x ARC 52.227-93 *Management and Protection of Data*, H.x ARC 52.227-96 *Handling of Data*, and Section I

Clause, *NFS 1852.237-72, Access to Sensitive Information* relative to the offeror's understanding and proposed methodology for implementation of the above contract requirements.

Subfactor 2: Technical Approach:

Stating that the offeror understands and will comply with the requirements described in the SOW is considered an inadequate response, as is paraphrasing. Statements such as "standard procedures will be employed" or "well known techniques will be used" do not indicate a sufficient level of awareness and understanding of the SOW, and will not be considered as an effective response to the solicitation.

a. Operations Plan

The Offeror shall demonstrate its understanding of the requirements under all functional areas of the SOW and specifically address how the work would be accomplished as follows:

- The offeror shall address how the broad spectrum of functional areas of the SOW will be performed in a coherent, integrated manner that will meet each of the requirements defined in the Statement of Work.
- The offeror's submission shall be complete, balanced, and consistent, and shall clearly demonstrate an understanding of all the functional areas of the Statement of Work (SOW).
- The offeror shall describe its approach to staying abreast of current NASA policies and procedures, and adopting them where appropriate.
- The offeror shall identify potential risks to the successful fulfillment of the requirements and recommend approaches to minimize the probability and impact of those risks.
- The offeror shall address the proposed approach to enhance workflow, increase productivity, enhance communications, improve quality, and reduce cost, including the use of IT resources. Highlight any innovative approaches, the justification and expected advantage to the Government.
- The offeror shall describe the approach for responding to task requests, planning work and accomplishing task requirements and include the approach for identifying, reporting and resolving typical problems that may be encountered in satisfying the requirements of the SOW.
- The offeror shall describe the approach for responding to changing requirements to task order skill sets caused by project and/or other task order revisions.
- The offeror shall describe any plans to provide its own equipment (either in addition to, or in place of, Government-provided equipment).

(3) Subfactor 3. Safety and Health

The offeror shall submit a detailed written safety and health plan that includes a complete and comprehensive response to the safety and health hazards that can be expected during the course of this contract. Safety items to be covered in the plan can be found in the current version of NPR 8715.3 (<http://nodis.hq.nasa.gov/displayDir.cfm?t=NPR&c=8715&s=3C>) and APR 1700.1 (see L.2 for location), and shall include, at a minimum, those listed below. Additional items may be included, if appropriate.

- (1) Statement of corporate policy and program goals concerning safety and health.
- (2) Safety and Health program management structure. The plan shall clearly define safety assignments and specific safety roles to individuals by name and title.
- (3) Safety management program elements. The plan shall cover techniques for achieving program goals and shall include:

- Methods to make certain that clear statements of hazardous situations and necessary cautions are in documents which detail operations, such as inspection, test, and operating procedures.
- Means for ensuring that every employee understands how to recognize hazards and how to avoid having mishaps.
- Procedures for training and certification of personnel performing potentially hazardous operations. Identify certifications and corresponding training requirements and/or physical conditions that are required to perform work.
- Controls over the procurement, storage, issuance, and use of hazardous substances and procedures for management of hazardous waste.
- Controls for special hazardous materials and processes, such as lasers, explosives, biohazards, power-actuated hand tools, high-pressure devices, etc.
- Method of making sure that emergency plans and procedures are current and sufficient.
- Method for making sure that employees consistently perform their work safely and in accordance with the plan.
- Method for reporting and investigating accidents and incidents (mishaps).

This plan, as approved by the Contracting Officer, shall be included in any resulting contract as Attachment J.1(a)x. The offeror shall provide dates of any applicable Voluntary Protection Program (VPP) certification.

II. Past Performance Proposal (Volume II).

The goal of this area is to obtain information regarding the offeror and major subcontractors' relevant past performance specifically in the areas of technical performance, contract management, corporate management responsiveness, and other information. "Major subcontractors," for purposes of this solicitation, is defined as \$500,000 total contract value, including all options, covering a performance period of five (5) years. The Past Performance Proposal must include a list of relevant government and industry contracts, each in excess of \$1,000,000 total contract value, received in the past five (5) years, or currently in negotiation, involving types of related effort. These contracts shall demonstrate the offeror's capabilities to perform this requirement. Include the contract numbers; Government agency or industry placing the contract; contracting officer, telephone number, and email address; and a brief description of the work, and whether your company was the incumbent on the prior contract. Industry contracts involving subcontracting to another company that may have a prime contract with some area of the government are to be included. In this case, include a brief description of the offeror's part of the work and the total dollar value of the offeror's portion.

A. Information Provided by Offerors and Major Subcontractors

Information regarding relevant contract performance, contract management, corporate management responsiveness, and other information shall be supplied by the offeror and major subcontractors for its relevant contracts. The offeror is also required to complete the Relevant Contract chart provided below.

1. Relevant Technical Performance. The offeror and major subcontractors shall provide any relevant contract performance information for each of their reference contracts to assist in the Government's evaluation on each of the following topics:

- Compliance with technical and schedule requirements; explain any schedule slips
- Contractor flexibility and effectiveness in dealing with changes to technical requirements
- Innovation and resource-efficient solutions to satisfy requirements
- Key personnel performance and relevant experience
- Quality, accuracy and completeness of technical documentation

2. Contract Management. The offeror and major subcontractors shall provide any contract management information for each of their reference contracts to assist in the Government's evaluation

on each of the following topics:

- Management of both small and large tasks as well as the simultaneous management of a large number of varied tasks without constant, direct customer oversight. Also include approach for responding to short-term high demand requirements
- Conformance with the terms and conditions of contracts, including delivery of products and reports, and adherence to cost and schedule constraints
- Subcontract management
- Customer interactions
- Record of recruiting, developing, and retaining highly skilled employees to address contract objectives
- Ability to assess and re-assign staff based on performance
- Problems encountered and their resolutions
- Process and results of contract change implementation and/or negotiation of contract changes
- Performance of the procurement system
- Safety record including protection of employees
- History of labor relations issues
- Retention of incumbent contractor employees during first year of contract, for which the offeror was not the incumbent
- Management of the phase-in period to ensure efficient continuation of operations, in cases where the offeror was not the incumbent
- Ability to identify and mitigate risks (including risks associated with cost, schedule, deliverables and milestones), ensuring mission success.

3. Corporate Management Responsiveness. The goal of this area is to obtain information regarding the offeror and major subcontractors' corporate relevant past performance, and the relationship of the offeror to any entities within the corporation that will substantially contribute to the proposed contract or have the potential to significantly impact the proposed contract, and how well they have worked together in the past. The offeror and major subcontractors shall provide any corporate management responsiveness information for each of its reference contracts to assist in the Government's evaluation. For all offerors that intend to team, the offeror shall submit information describing past successful teaming experiences in the referenced contracts. The following topics must be addressed:

- Qualifications and effectiveness of on-site contract management and the level of autonomy the on-site manager had to manage the contract
- Responsiveness of corporate management to contract problems
- Extent of corporate management involvement in the operation of the contract
- Availability of corporate resources
- Stability and performance of contractor workforce
- Changes made to lines of authority during the contract and their impact to contract performance
- Management of performance problems encountered and their resolutions
- Ability to operate free from organizational conflicts of interest

4. Other Information. For each of their reference contracts, (1) provide the rating scale, ratings received, and the fee results by evaluation period for each Award Fee or Incentive Fee contract, and (2) to assist in the Government's evaluation on each of the following topics, the offeror and major subcontractors shall:

For Award Fee or Incentive Fee Contracts, provide the rating scale and the fee results by evaluation period.

- Provide past performance information regarding predecessor companies, key personnel who have relevant experience, or subcontractors that will perform major or critical aspects of the requirement
- Describe recruiting actions taken; describing skill sets required, recruitment processes, and hiring success rates
- Describe examples, if any, of loss of key personnel and your experience in filling the vacant position(s)
- Management of processes for hiring foreign nationals of varying immigration status
- Discuss examples of engaging personnel in continuous improvement processes and in establishing, maintaining, and improving corporate values and high morale
- Provide examples of improved personnel management and technical performance, and the metrics used to measure the improvement
- Describe significant awards and certifications received during the past 5 years. Identify what segment of the company received the award or certification, when it was received, and whether any certifications are still current. Technical awards should be relevant to solicitation requirements
- Describe any serious performance problems, termination for default, environmental violations or safety violations cited
- If applicable, identify any Labor Unions having Collective Bargaining Agreements with your company covering classes of employees proposed for this requirement. Furnish one copy of each Agreement and discuss the history of claims or disputes and their resolution(s), including the number of claims filed, the outcome of each claim, and how each claim was resolved. Historical information is requested over the last five (5) years
- List the date of the most recent reviews of your management system(s) (e.g., purchasing, accounting, property, estimating). Data must identify the type of review, including the results of the review, the cognizant Government agency making the review, systems approvals, if any, and the last date of a system approval
- Discuss phase-in period for all contracts in which the offeror was not the incumbent. Include processes to ensure smooth transition, retention rates for key personnel and technical personnel, technical milestones met or slipped, any other pertinent issues, and lessons learned
- Provide examples, if any, of short-term or long-term contract growth and your approaches to dealing with increased workload; or of contract de-scoping
- Provide examples, if any, of major changes in contract scope that resulted in modifications to existing skill sets

The Government reserves the right to require additional past performance information from other subcontractors that may be deemed critical by the Government, and from an organization that will substantially contribute to the proposed contract, or have the potential to significantly impact performance of the proposed contract.

Past performance information may also be obtained through the NASA Past Performance Data Base (PPDB) or similar systems of other Government departments and agencies, questionnaires tailored to the circumstances of this acquisition, Defense Contract Management Agency (DCMA) channels, interviews with program managers and contracting officers, and other sources known to the Government, including commercial sources.

Offerors are notified that, in conducting an assessment of past performance, the Government reserves the right to use both data provided by the offeror and data obtained from other sources.

PRIME AND MAJOR SUBCONTRACTOR PAST CONTRACTS

The following chart is used to capture past performance information similar in technical requirements, size and complexity to the work that may result from this solicitation. Complete the following chart by inserting the appropriate contract number in the first column and the number of personnel assigned in each topic area, as well as the total and total employees on contract. Separate contracts for prime and each major subcontractor.

(NOTE: This chart will not count against the allotted page count)

Agency – Contract No./ Company	1. Office Administrative	2. Human Capital	3. Acquisition	4. Education	5. Public Affairs/Media Services	Total (1 – 5 Only)	Total on Contract
Prime's Totals:							
Major Subcontractors:							
Subcontractor's Totals:							
Grand Totals:							
Other NASA Contracts:							
Contract Number	Point of Contact (name, telephone number, email address)						

B. Past Performance Questionnaires

The following information shall be supplied for each offeror and major subcontractor. All information requested must concern contracts considered to be relevant in functional requirements, size and complexity to the contract expected to be awarded from this RFP. This information shall concern only work performed by the offeror's or major subcontractors' business unit that will perform the work under this contract, if awarded. **Each offeror is responsible for assuring that the customers return questionnaires directly to the Government.** If the offeror or major subcontractor does not have enough references to meet these requirements, references shall be provided to the maximum extent possible. The questionnaires returned to the Government will not be counted against the proposal's page limitation.

(1) Each offeror and major subcontractor shall submit a list of the agencies/companies who will be responding to the Past Performance Questionnaire in Section J, "List of Documents, Exhibits, and Attachments," for each active (underway at least one year) or recently completed (completed within the last five years) relevant NASA contract valued at or above the major subcontract threshold, and for each reference identified in paragraphs 2 and 3 below. **The offeror must submit this list directly to Starr L. Strong, Contracting Officer, at Starr.L.Strong@nasa.gov or Fax: 650-604-0912 at least 10 days prior to the proposal due date.**

(2) At a minimum each offeror and major subcontractor shall send a blank Past Performance Questionnaire, for completion, to the cognizant Contracting Officer or the Contracting Officer's Technical Representative of all relevant completed (completed within the last five years) or active (underway at least one year) NASA contracts.

(3) Each offeror and major subcontractor shall provide a blank questionnaire, for completion, to customers from all relevant contracts as described in L.x (b)

III. Cost/Price Proposal (Volume III)

Price/Cost is important in determining the offeror's understanding of the requirement of the solicitation, and the resources required. Price/Cost will be considered in evaluating Volume I as well as assessing the validity of the approach proposed for accomplishing the SOW.

Proposal Cover Sheet: A single page containing all the information specified in Section 1, General Instructions, Part A, Items 1 through 11 of Table 15-2 as shown in FAR 15.408. JA Form 038 is an attachment in J.1(b), and may be used to satisfy this requirement. The proposal cover sheet shall be properly completed and signed by an official authorized to contractually bind your company. Proper completion includes identification of the cognizant Defense Contract Audit Agency (DCAA) office, and, in the reference columns, the pricing information submitted.

The offeror shall provide its proposed fully burdened hourly rates for each year of the period of performance, for each labor category listed in the Indefinite-Delivery-Indefinite-Quantity Pricing Schedule (IDIQPS) in Section J. The fully burdened rates in the IDIQPS shall be used in pricing contract task orders issued under the contract. The offeror shall multiply the fully burdened rates in the IDIQPS with the Government Labor Estimate hours provided in Section J. The computed labor costs shall be added to the Other Direct Cost estimates provided below to form the price for the Government Pricing Model. The Government Pricing Model is for evaluation purposes and is not intended to represent a binding requirement. The actual price of the contract will be determined upon negotiation of individual Contract Task Orders.

The offeror shall submit electronic copies of the Indefinite-Delivery-Indefinite-Quantity Pricing Schedule (IDIQPS) in Microsoft Excel format on CD-ROMs. Two copies of the CD-ROMs shall be submitted with one copy identified as the backup. This requirement is in addition to the required

hard copies. The offeror shall certify that all disks are virus-free. In the event of any inconsistency between data provided on electronic media and hard copies, the hard copy data will be considered to be correct.

An annual rate of **2.5%** recommended by NASA Headquarters should be used for labor escalation. Rationale and justification is required for proposing an escalation rate other than the recommended rate.

For purposes of proposal submissions, the following chart of Other Direct Costs (ODCs) which only reflects material/supplies, travel, and training is provided for use in the offeror's cost model. These amounts represent the Government's current best estimate of contract requirements.

	Year 1	Year 2	Year 3	Year 4	Year 5
Materials					
Travel					
Training					
Total Per Year					

All costs shown above for ODCs are exclusive of any indirect expenses. Therefore, unless it is not the offeror's normal accounting practice to do so, these costs should bear their applicable portion of G&A expense.

Phase-In: Identify, as a separate amount, any phase-in costs associated with the phase-in period and transition from the current contract requirements and staffing levels to those anticipated to fulfill contractual requirements. Include the cost of administration, relocation, employee sign-on, training, re-training, and any other costs associated with the Phase-In/Phase-Out plan included in the Offeror's Mission Suitability Proposal.